



# CITY OF HOUSTON

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February 4, 2014

**SUBJECT:** Letter of Clarification No. 1 Consulting Services for Market Comparisons of Total Compensation for the Human Resources and Finance Departments

**REFERENCE:** Request for Proposal No. S37-T24825

**TO:** All Prospective Proposers

This Letter of Clarification is issued for the following reasons:

• **The following questions and City of Houston responses are hereby incorporated and made a part of the Request for Proposal:**

1. **Question:** Can the RFP Exhibit forms be provided as Word files?

**Answer:** Please go to the SPD web site at:

<http://purchasing.houstontx.gov/forms.shtml>

and click on "Forms". You will be able to fill in the forms on the web and print them out directly.

2. **Question:** Will Letters of Clarification be posted online (for example, on the City of Houston Purchasing Bid Sync website)?

**Answer:** Yes.

3. **Question:** On pages 18-20 of the RFP, the numbered order of sections 1.0 - 6.0 in the proposal outline do not match the numbers in section 7.0 for the same requirements. Which numbers should we use?

**Answer:** Please follow Section 7.0.

4. **Question:** Please explain the difference between what you want for the response to section "7.1.19 Provide a delineation of costs associated with performing the proposed scope of work" and the response to "7.1.11 Pricing Form/Fee Schedule (Exhibit III)."

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**Answer:** 7.1.19 is asking for a complete summary of your costs for the services outlined in your proposal. 7.1.11 refers to the contents of the proposal, one of which is the Fee Schedule (Pricing Sheet) which contains the complete summary of your costs for the services outlined in your proposal.

5. **Question** Has this study been conducted for the City of Houston in the past? If so, how recently and by whom?

**Answer:** Yes; the last Total Remuneration Study was conducted by Mercer in 2007.

6. **Question:** I have submitted a full application to become an approved M/WBE is there a way to speed up the process for approval?

**Answer:** The company can request to have the certification expedited by sending a request in writing to the OBO Director. Only firms currently certified at proposal time can be submitted for goal credit.

7. **Question:** Is the City requesting that a custom survey be conducted for this project? Or, only for any components that are not readily available?

**Answer:** Only for components that are not readily available; except, we would like data from the five largest Texas cities (Austin, Dallas, El Paso, Fort Worth and San Antonio) to be included.

8. **Question:** For Task A, Project Steps, Paragraph 3, the City is requesting that 70% of the employee population be covered in the study. Can you provide the number of incumbents in each of the positions or is covering 70% of the positions sufficient?

**Answer:** See attachment of head count for each classification.

9. **Question** Can you provide information/clarify the City's needs regarding the Time Loss Benefit included in Task A?

**Answer:** Comparison of paid leave programs, such as vacation, sick, PTO, wellness, etc.

10. **Question** Can you provide a copy of this policy?

**Answer:** A summary of our paid leave programs are available at:  
<http://www.houstontx.gov/hr/benefits/index.html>.

11. **Question:** Can you provide information/clarify the Impact of Taxation you are requesting in Task A?

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**Answer:** When valuing the benefits programs, the pre-tax and post-tax components need consideration.

12. **Question:** Can you clarify in Task A, Project Steps, paragraph 2...."the market or actuarial valuation" for non-cash benefits, is the City looking for a market/plan feature comparison or actuarial valuation of Time Loss Benefits, Retirement/Savings Plans, Health Benefits Plans and Impact of Taxation?

**Answer:** We want the actuarial valuation. However, we would also like a plan feature comparison, realizing that this will likely only include governmental entities surveyed.

12. **Question:** Can you provide the name of the benchmark survey and a copy of the survey referred to in Paragraph 3 of Project Steps Task A so we can determine what positions and what type of analysis are included?

**Answer:** Yes; please see attachment.

13. **Question:** Are practices included in the benchmark salary study (referred to in Task A, Project Steps, paragraph 3) such as: longevity pay, allowances, shift differentials, special assignment supplements and education/training/certification/incentives? Is this information contained in other surveys the City participates in?

**Answer:** No, the comparison was for base pay only. These other cash-compensation components have been collected in past studies but not recent studies conducted by the City.

14. **Question:** The City's timeframe for this project is very narrow given the request for interviews and delivery of the final report 2 weeks prior to either the 60 or 90 day deadline. Is there any flexibility in the timeline?

**Answer:** Yes; we are amenable to other proposed timelines.

15. **Question:** Does the City participate in any other compensation, benefits and pay practices surveys? If so, what are they and can they be provided?

**Answer:** Yes; Mercer, Towers Watson, Texas Compensation, other governmental studies; yes, what we are able to provide.

16. **Question:** Under Task A, Deliverables, can you elaborate on the City's expectation with regard to "valuing" components?

**Answer:** We want the value of our benefits plans to others. This value is based on what you get for the cost. Some entities get "more for the buck" than others based on what is offered and we want this.

17. **Question:** For Task B, can you elaborate on the City's request for comparison of demographic information such as population, square miles, and budget? Is this

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information being provided to the consulting firms by the City for purposes of the analysis or is this information that the City is requesting as part of this proposal?

**Answer:** It is informational; however, it is data that has been requested in past surveys, especially, in Police and Fire studies.

18 **Question:** The study covers 720 job classifications and 21,146 employees (municipal, police and fire). Task A requests 70% coverage of municipal employees. Approximately how many jobs cover this employee population?

**Answer:** We estimate about 125 jobs.

19. **Question:** Are the job classifications and descriptions current and available for all jobs (municipal, police and fire)?

**Answer:** Yes.

20. Page 13 1.0, 1.1.1 lists a MWBE goal of 24% of the contract for this project. If we do not meet the 24% goal but conduct a good faith effort and provide documentation, will our proposal submittal be disqualified?

**Answer:** No: If you cannot find the MWBE participation we are requesting you can submit your good faith efforts and ask that they be evaluated by OBO. If OBO believes your efforts to be sufficient then they would make a recommendation to the buyer to proceed with the award even though you did not meet the percent we requested in the solicitation. If OBO feels your good faith efforts were not sufficient then we will inform the buyer of that and they will move to the next proposer.

21. **Question:** Page 19 in the RFP says to include M/WBE form Attachment A Schedule of M/WBE Participation in our proposal submittal. The Attachment A Schedule of M/WBE Participation form says to include Good Faith Efforts on it however it also says to reference the OBO Definition of requirements. Latanja at the OBO directed us to a contract compliance web page to review the Good Faith Efforts Policy 2013 (.pdf, revised 07.01.2013). The policy document refers to three forms (00470, 00471 and 00470). These forms seem to be the same as the Attachment A Schedule of M/WBE Participation form we are directed to complete in the RFP. Do we need to complete these or just the Attachment A Schedule of M/WBE Participation form in the RFP if we do not meet the 24% goal?

**Answer:** She quoted the things for the current construction contracts which would not be applicable to this contract.

22. **Question:** Latanja in the OBO said "good faith efforts for contracts must be submitted before the bid is submitted to the OBO but that I should confirm this with you as this solicitation may be different." May we submit our good faith efforts directly to you instead of the OBO at the time of our proposal submission by putting the Attachment A Schedule of M/WBE Participation form in our proposal?

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**Answer:** Submit to buyer and buyer will submit to OBO if this is the proposer they want to award the contract to.

23. **Question:** Please confirm the meaning and application to total compensation of the term “time loss benefits” e.g. is the City will be looking for employer paid contributions to short and/or long term disability plans?

**Answer:** Time loss benefits are meant to include our paid leave programs, such as vacation, sick, Paid Time Off, wellness, etc.

24. **Question:** On page 15, the RFP states that at least 70% of the municipal employee population should be covered for the Cash Component; has the City conducted a similar study in the past which covered 70% of the employees, and if so, how many benchmarks were used to achieve that goal?

**Answer:** We recently finished our biennial benchmark study which included 99 jobs and covered 56.3% of our employees.

25. **Question:** In the RFP, the City uses the term “actuarial comparisons” with respect to “if choosing the Total Remuneration Assessment” (page 16) - can you please describe the context of the word “actuarial” with respect to deliverables, and how it would differ from the “market comparison” deliverables?

**Answer:** Most total compensation market comparisons only look at what is being paid for compensation and benefits. We are requesting an actuarial comparison to determine value of benefits plans to our employee population in comparison to the market.

26. **Question:** Does the City have a maximum number of agencies they want to include in the survey or are they seeking recommendations from the consultant?

**Answer:** We do not have a set number; however, we typically survey around 15 public sector entities to ensure adequate data for the different types of jobs. We will request that the five largest Texas cities (Austin, Dallas, El Paso, Fort Worth and San Antonio) be included.

27. **Question:** When the City conducts surveys do they make salary comparisons based on range maximums, or average of actuals?

**Answer:** Average of actuals

28. **Question:** The City’s timeline requests that Task A be completed in 60 days. Given the size of the study, does the City have some flexibility in that time line?

**Answer:** We may. As noted in the scope of services, there will be a discussion with City management. In the discussion, it may be determined and agreed to provide

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additional time to ensure valid, meaningful results. However, we may need some portions of the study to be completed within the desired timeframe.

29. **Question:** Will the City accept published data for the private sector data?
- Answer:** Yes.
30. **Question:** For the civilian employee total compensation survey does the city have an estimate of the number of benchmark jobs to be included in the study?
- Answer:** For 70% of our population, I would estimate about 125 jobs.
31. **Question:** Alternatively can the city provide a distribution of civilian employees by job classification?
- Answer:** Yes; please see attachment entitled "Civilian classifications with count 12-31-2013".
32. **Question:** Can you provide a listing of the ranks used by the City's Police and Fire Departments?
- Answer:** Yes; please see attachment entitled "Fire and Police Jobs with Head Count".
33. **Question:** Scope of Work - 1.0 Professional Services – Task A. You are asking for a study to cover approximates 70% of your municipal employee population of 12,129 employees in 720 classification. Do you have an estimate of how many of those 720 classifications would need to be reviewed to encompass 70% of the overall employees? 70% of the classifications is 504, do you think that the study will include a review of approximately 500 classification? Or would number of classification be more than or less than that amount?
- Answer:** We believe about 125 classifications will be about 70%.
34. **Question:** Deliverables and Timing – On page 17 in the Scope of Work section, you request that Task A be completed within 60 days of the issuance of the "Notice to Proceed" and Task B to be completed within 90 days. Is this due date/timing flexible? Can we add a section in the proposal illustrating a timeline we use for our other clients with projects on this scale to demonstrate a completion time of longer than 60 or 90 days?
- Answer:** We will be amenable to seeing timelines that exceed 60/90 days as we realize that these are tight deadlines.
35. **Question:** Does the City want the consultants to present only the results of the benchmark survey or do they also want the consultants to provide salary recommendations for non-benchmark classifications.

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**Answer:** In the executive summary on the compensation comparison, we expect to receive information on which jobs require the most and least of our attention based on position to market.

36. **Question** What methodology does the City use when setting salaries for non-benchmark classifications, i.e. whole job analysis, point factor, etc.

**Answer:** Point factor, job family and slotting based on similar type jobs.

37. **Question:** Can you please provide more clarity on the analyses/expectations/deliverables for Total Compensation Comparison and Total Remuneration Assessment as described in the following goal for Task B.

- a. **GOAL:** Determine the City's external competitiveness with other public safety entities. For a proposal requirement, the City wants this item proposed two different ways for our consideration: (1) Total Compensation Comparison and (2) Total Remuneration Assessment.

**Answer:** Since the Police and Fire comparisons will be public sector only, and Fire data is needed immediately, we want to gauge whether a straight-forward comparison would better fit our time/expenses or if the more comprehensive Total Remuneration Assessment would be more beneficial.

38. **Question:** EXHIBIT III – the Sample Price Sheet/ Fee Schedule is very general, i.e. unit cost, etc. Does the City want a bid based on time and materials, fixed fees plus expenses, or does the City want a fully loaded rate?

**Answer:** We expect a breakdown of costs, i.e., personnel, materials, etc.

39. **Question:** EXHIBIT VII: Drug Detection and Deterrence. Since CPS HR is a government agency (California Joint Powers Authority), it is our understanding that we are exempt from the Executive Order 1-31 (as per Section 4.5 in the Order) and therefore we do not need to execute and submit the Exhibit VII-Attachment A with our proposal. Is this correct? And, if this is correct then that also exempts us from executing Exhibit VII-Attachment C. Is this correct as well?

**Answer:** Contracts with federal, state, or local governmental entities are exempt. The City of Houston's Legal department would have to make a determination as to whether the California Joint Powers Authority confers the status of governmental agency upon your firm for the purposes of Executive Order 1-31 per Section 4.5 should your firm be selected for award.

When issued, Letter(s) of Clarification shall automatically become a part of the proposal documents and shall supersede any previous specification(s) and/or provision(s) in conflict with the Letter(s) of Clarification. All revisions, responses, and answers incorporated into the Letter(s) of Clarification are collaboratively from both the Strategic Purchasing Division and the applicable City Department(s). It is the responsibility of the proposers to ensure that it has obtained all such letter(s). By submitting a proposal on this project, proposers shall be

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deemed to have received all Letter(s) of Clarification and to have incorporated them into this proposal.

If you have any questions or if further clarification is needed regarding this Request for Proposal please contact me at 832-393-8723.

*Joyce Hays*

Joyce Hays  
Senior Procurement Specialist

Attachments:           Civilian classifications with count 12-31-2013 (16 pages)  
                              Fire and Police Jobs with Head Count (2 Pages)  
                              COH FY2014 Benchmark Survey Result to participants (3 pages)

CLASSIFIED SALARY INFORMATION SORTED BY CLASSIFICATION  
INCLUDES ALL ORDINANCED CLASSIFICATIONS  
SOURCE: SAP DATA AS OF DECEMBER 31, 2013

JOB CODE CLASSIFICATION	GRADE	HEAD COUNT	
104.2	ARSON INVESTIGATOR	VIII	1
104.3	ASSISTANT ARSON INVESTIGATOR	VII	5
102.1	ASSISTANT FIRE CHIEF	IX	9
104.1	ASSISTANT FIRE MARSHAL	VIII	1
103.1	CAPTAIN	V	403
102.5	CHIEF COMMUNICATIONS OFFICER	VII	8
104.7	CHIEF INSPECTOR	VII	7
102.9	COMMUNICATIONS CAPTAIN	V	60
103.7	COMMUNICATIONS SENIOR CAPTAIN	VI	17
102.2	DEPUTY CHIEF	VIII	8
103.6	DEPUTY CHIEF-COMMUNICATIONS OFFICER	VIII	NA
102.3	DISTRICT CHIEF	VII	101
103.2	ENGINEER/OPERATOR	IV	991
103.5	EXECUTIVE ASSISTANT FIRE CHIEF	X	3
103.3	FIRE FIGHTER	III	1642
103.4	FIRE FIGHTER,PROBATIONARY	II	98
104.0	FIRE MARSHAL	IX	NA
104.8	INSPECTOR	V	100
47.0	INVESTIGATOR	V	52
129.0	MASTER MECHANIC	VII	1
129.6	MECHANIC	V	NA
103.0	SENIOR CAPTAIN	VI	181
102.7	SENIOR INSPECTOR	VI	16
104.4	SENIOR INVESTIGATOR	VI	9
129.1	SHOP SUPERVISOR	VI	1

118.5	ADMINISTRATOR,COMMUNICATIONS DIVISION	X	1
127.5	ADMINISTRATOR,IDENTIFICATION DIVISION	X	NA
110.7	ASSISTANT CHEMIST-TOXICOLOGIST	VIII	NA
105.1	ASSISTANT POLICE CHIEF	XII	10
114.3	DEPUTY ADMINISTRATOR,IDENTIFICATION DIV	VII	NA
105.2	EXECUTIVE ASSISTANT POLICE CHIEF	XIII	4
114.1	IDENTIFICATION OFFICER	III	NA
114.4	MASTER IDENTIFICATION OFFICER	IV	NA
105.6	POLICE CAPTAIN	IX	43
118.8	POLICE COMMUNICATIONS SPECIALIST I	VI	NA
118.7	POLICE COMMUNICATIONS SPECIALIST II	VII	1

118.6	POLICE COMMUNICATIONS SPECIALIST III	VIII	NA
106.0	POLICE LIEUTENANT	VII	207
108.0	POLICE OFFICER	III	2075
108.6	POLICE OFFICER,PROBATIONARY	II	67
106.4	POLICE SERGEANT	VI	957
114.2	SENIOR IDENTIFICATION OFFICER	VI	NA
108.2	SENIOR POLICE OFFICER	IV	1940

**CIVILAIN SALARY INFORMATION SORTED BY CLASSIFICATION**  
**SOURCE: SAP DATA AS OF DECEMBER 31, 2013**

<b>JOB CODE CLASSIFICATION</b>	<b>HEAD COUNT</b>
643.9 3-1-1 CUSTODIAN OF RECORDS	NA
643.5 3-1-1 TELECOMMUNICATOR	54
643.7 3-1-1 TELECOMMUNICATOR SUPERVISOR	5
644.9 9-1-1 CUSTODIAN OF RECORDS	3
644.6 9-1-1 PSAP SUPERVISOR	23
644.7 9-1-1 PSAP SUPERVISOR-FIRE/EMS	9
644.2 9-1-1 TELECOMMUNICATOR	72
644.4 9-1-1 TELECOMMUNICATOR (CTO)	NA
794.1 ABATEMENT SPECIALIST	4
341.1 ACCOUNT CLERK	10
963.1 ACCOUNT EXECUTIVE	NA
342.1 ACCOUNTANT	11
342.0 ACCOUNTANT ASSOCIATE	20
342.3 ACCOUNTANT MANAGER	4
342.6 ACCOUNTANT SUPERVISOR	7
342.7 ACCOUNTING SERVICES SUPERVISOR	2
832.9 ADJUDICATION HEARING OFFICER	10
358.1 ADMINISTRATION & REGULATORY AFFAIRS DIRECTOR	1
302.9 ADMINISTRATION MANAGER	104
303.2 ADMINISTRATION MANAGER (EXE LEV)	10
301.1 ADMINISTRATIVE AIDE	67
302.2 ADMINISTRATIVE ASSISTANT	283
302.3 ADMINISTRATIVE ASSISTANT (EXE LEV)	5
302.1 ADMINISTRATIVE ASSOCIATE	175
302.6 ADMINISTRATIVE COORDINATOR	114
302.7 ADMINISTRATIVE COORDINATOR (EXE LEV)	6
595.3 ADMINISTRATIVE JUDGE OF MUNICIPAL COURTS	1
302.5 ADMINISTRATIVE SPECIALIST	194
302.8 ADMINISTRATIVE SPECIALIST (EXE LEV)	7
303.5 ADMINISTRATIVE SUPERVISOR	82
303.6 ADMINISTRATIVE SUPERVISOR (EXE LEV)	NA
921.1 AIRCRAFT GROUND CREWPERSON	NA
922.1 AIRCRAFT MECHANIC	1
365.0 AIRPORT BUSINESS DEVELOPMENT COORDINATOR	7
923.1 AIRPORT COMMUNICATIONS OPERATOR	23
923.3 AIRPORT COMMUNICATIONS SUPERVISOR	NA
941.6 AIRPORT MANAGER (EXE LEV)	NA
926.1 AIRPORT OPERATIONS ASSISTANT	77
926.3 AIRPORT OPERATIONS COORDINATOR	38

926.2	AIRPORT OPERATIONS SPECIALIST	37
926.4	AIRPORT OPERATIONS SUPERVISOR	42
365.1	AIRPORT PROPERTIES ASSISTANT	NA
365.2	AIRPORT PROPERTIES REPRESENTATIVE	NA
924.1	AIRPORT SECURITY COORDINATOR	5
924.3	AIRPORT SECURITY INVESTIGATOR	3
924.0	AIRPORT SECURITY MANAGER	NA
941.3	AIRPORT SUPERINTENDENT	20
941.1	AIRPORT SUPERVISOR	59
928.1	AIRPORT SYSTEMS TECHNICIAN	6
672.0	ANIMAL CARE TECHNICIAN	13
671.8	ANIMAL CONTROL MANAGER	2
671.2	ANIMAL CONTROL OFFICER	11
671.1	ANIMAL CONTROL OFFICER TRAINEE	5
671.6	ANIMAL CONTROL SUPERVISOR	2
786.4	ARCHITECT	1
906.2	ARCHIVIST I	3
906.3	ARCHIVIST II	2
906.4	ARCHIVIST III	2
906.5	ARCHIVIST IV	NA
941.4	ASSISTANT AIRPORT MANAGER	3
941.2	ASSISTANT AIRPORT SUPERINTENDENT	5
363.0	ASSISTANT BUYER	3
961.4	ASSISTANT C & E FACILITIES MANAGER	NA
796.5	ASSISTANT CHIEF INSPECTOR	15
322.2	ASSISTANT CHIEF POLICY OFFICER (EXE LEV)	NA
603.1	ASSISTANT CITY ATTORNEY I	22
603.2	ASSISTANT CITY ATTORNEY II	17
352.1	ASSISTANT CITY AUDITOR I	NA
352.2	ASSISTANT CITY AUDITOR II	NA
352.3	ASSISTANT CITY AUDITOR III	4
352.4	ASSISTANT CITY AUDITOR IV	3
352.5	ASSISTANT CITY AUDITOR V	2
344.1	ASSISTANT CITY CONTROLLER I	2
344.2	ASSISTANT CITY CONTROLLER II	2
344.3	ASSISTANT CITY CONTROLLER III	4
344.4	ASSISTANT CITY CONTROLLER IV	5
344.5	ASSISTANT CITY CONTROLLER V	3
316.3	ASSISTANT CITY SECRETARY (EXE LEV)	NA
590.4	ASSISTANT CLERK OF THE COURT/DEPUTY DIRECTOR (EXE LEV)	NA
448.5	ASSISTANT COMMUNICATIONS SUPERVISOR	NA
887.0	ASSISTANT CUSTOMER SERVICE MANAGER	5
306.2	ASSISTANT DIRECTOR (EXE LEV)	81
940.3	ASSISTANT DIRECTOR-AVIATION (EXE LEV)	4
961.8	ASSISTANT DIRECTOR-C & E FACILITIES (EXE LEV)	NA
346.2	ASSISTANT DIRECTOR-CONTROLLER'S OFFICE (EXE LEV)	NA
402.9	ASSISTANT DIRECTOR-HUMAN RESOURCES (EXE LEV)	2

903.4	ASSISTANT DIRECTOR-LIBRARY (EXE LEV)	1
321.4	ASSISTANT DIRECTOR-MAYOR'S OFFICE (EXE LEV)	NA
985.3	ASSISTANT DIRECTOR-PARKS & RECREATION (EXE LEV)	4
747.2	ASSISTANT DIRECTOR-PUBLIC HEALTH (EXE LEV)	1
804.2	ASSISTANT DIRECTOR-PUBLIC WORKS (EXE LEV)	12
523.6	ASSISTANT ELECTRICAL SUPERVISOR	9
656.7	ASSISTANT EMS PHYSICIAN DIRECTOR	4
514.8	ASSISTANT FIELD SUPERVISOR	NA
528.1	ASSISTANT INDUSTRIAL MECHANIC	NA
439.4	ASSISTANT OPERATIONS MANAGER	5
649.1	ASSISTANT POLICE ADMINISTRATOR (EXE LEV)	5
801.0	ASSISTANT PROJECT MANAGER	10
803.3	ASSISTANT PUBLIC WORKS MAINTENANCE MANAGER	17
802.3	ASSISTANT PUBLIC WORKS OPERATIONS MANAGER	10
846.1	ASSISTANT REAL ESTATE ANALYST	2
846.7	ASSISTANT REAL ESTATE MANAGER	5
976.0	ASSISTANT RECREATION REGIONAL MANAGER	NA
578.1	ASSISTANT SHOP MANAGER	3
576.2	ASSISTANT SUPERINTENDENT	28
977.3	ASSISTANT TENNIS CENTER MANAGER	1
656.6	ASSOCIATE EMS PHYSICIAN DIRECTOR	2
597.5	ASSOCIATE JUDGE OF MUNICIPAL COURTS	46
832.1	ASSOCIATE PLANNER	5
595.2	ASSOCIATE PRESIDING JUDGE OF MUNICIPAL COURTS	1
351.3	AUDITOR	NA
351.2	AUDITOR ASSOCIATE	NA
351.0	AUDITOR MANAGER	1
351.5	AUDITOR SUPERVISOR	NA
547.1	AUTOMOTIVE SERVICE WRITER	10
940.1	AVIATION DIRECTOR	1
694.7	BREASTFEEDING PEER COUNSELOR	13
511.6	BUILDING MAINTENANCE SUPERVISOR	8
707.2	BUREAU CHIEF,DDS	NA
747.4	BUREAU CHIEF,MD	NA
747.3	BUREAU CHIEF,PUBLIC HEALTH	NA
747.5	BUREAU CHIEF,PUBLIC HEALTH (EXE LEV)	11
405.5	BUSINESS DEVELOPMENT COORDINATOR	5
405.8	BUSINESS DEVELOPMENT SUPERVISOR	1
363.1	BUYER	11
960.1	C & E FACILITIES DIRECTOR	NA
961.7	C & E FACILITIES MANAGER	2
461.5	CABLE ACCESS OPERATIONS SUPERVISOR	1
461.6	CABLE ACCESS PROGRAM SUPERVISOR	2
651.1	CAR ATTENDANT	10
651.2	CAR ATTENDANT LEADER	2
651.5	CAR ATTENDANT SUPERVISOR	4
520.3	CARPENTER	30

520.6	CARPENTER LEADER	4
487.2	CASHIER	2
521.2	CEMENT FINISHER	8
521.6	CEMENT FINISHER SUPERVISOR	2
744.1	CENTER ADMINISTRATOR	1
471.1	CENTRAL NETWORK ADMINISTRATOR	6
371.7	CENTRAL PAYROLL CLERK	NA
371.6	CENTRAL PAYROLL MANAGER	NA
371.9	CENTRAL PAYROLL SUPERVISOR	NA
766.1	CHEMIST I	2
766.2	CHEMIST II	15
766.3	CHEMIST III	14
766.4	CHEMIST IV	7
355.1	CHIEF ADMINISTRATIVE OFFICER	NA
786.6	CHIEF ARCHITECT	3
430.0	CHIEF INFORMATION OFFICER (EXE LEV)	1
796.6	CHIEF INSPECTOR	7
723.7	CHIEF NURSE,RN	6
321.1	CHIEF OF STAFF-MAYOR'S OFFICE (EXE LEV)	1
701.4	CHIEF PHARMACIST	1
724.2	CHIEF PHYSICIAN,MD	2
363.8	CHIEF PROCUREMENT OFFICER (EXE LEV)	NA
731.5	CHIEF SANITARIAN	3
525.4	CHIEF STATIONARY ENGINEER	8
542.7	CHIEF SURVEYOR	1
791.9	CHIEF VETERINARIAN,DVM	1
600.1	CITY ATTORNEY	1
352.6	CITY AUDITOR (EXE LEV)	1
340.1	CITY CONTROLLER	1
315.1	CITY SECRETARY	1
401.1	CLAIMS COORDINATOR	1
481.2	CLERK	4
590.3	CLERK OF THE COURT/DEPUTY DIRECTOR (EXE LEV)	NA
491.1	CLERK TYPIST	13
721.5	CLINIC ASSISTANT	29
698.3	CLINICAL EDUCATION COORDINATOR	NA
795.2	CODE ENFORCEMENT OFFICER I	8
795.3	CODE ENFORCEMENT OFFICER II	31
795.4	CODE ENFORCEMENT OFFICER III	15
795.1	CODE ENFORCEMENT TRAINEE	5
376.6	COLLECTIONS SUPERVISOR	2
376.2	COLLECTOR/ADJUSTOR	NA
871.1	COMMUNICATIONS SPECIALIST	2
871.6	COMMUNICATIONS SPECIALIST SUPERVISOR	2
448.1	COMMUNICATIONS TECHNICIAN	4
448.6	COMMUNICATIONS TECHNICIAN SUPERVISOR	6
820.1	COMMUNITY DEVELOPMENT DIRECTOR	1

823.2	COMMUNITY INVOLVEMENT COORDINATOR	8
641.2	COMMUNITY LIAISON	32
822.2	COMMUNITY RELATIONS SPECIALIST	46
871.7	COMMUNITY SERVICE INSPECTOR	8
403.1	COMPENSATION SPECIALIST	NA
436.0	COMPUTER OPERATOR	4
387.1	CONTRACT ADMINISTRATOR	19
386.1	CONTRACT COMPLIANCE OFFICER	5
386.3	CONTRACT COMPLIANCE SUPERVISOR	6
333.3	COUNCIL ADMINISTRATIVE ASSISTANT (EXE LEV)	17
331.0	COUNCIL INTERN (EXE LEV)	7
330.1	COUNCIL MEMBER	16
333.7	COUNCIL RESEARCH ASSISTANT (EXE LEV)	15
332.3	COUNCIL SECRETARY (EXE LEV)	12
411.2	COUNSELOR	41
496.5	COURT INTERPRETER	5
496.2	COURT REPORTER	6
576.0	CREW LEADER	3
620.1	CRIMINAL INTELLIGENCE ANALYST	24
645.6	CRIMINALIST	58
645.9	CRIMINALIST LABORATORY MANAGER	4
645.7	CRIMINALIST SPECIALIST	9
511.1	CUSTODIAN	64
511.4	CUSTODIAN LEADER	4
487.7	CUSTOMER SERVICE CASHIER	9
885.1	CUSTOMER SERVICE CLERK	249
887.1	CUSTOMER SERVICE MANAGER	3
886.2	CUSTOMER SERVICE REPRESENTATIVE I	250
886.3	CUSTOMER SERVICE REPRESENTATIVE II	159
886.6	CUSTOMER SERVICE REPRESENTATIVE III	124
886.8	CUSTOMER SERVICE SECTION CHIEF	19
886.7	CUSTOMER SERVICE SUPERVISOR	22
446.0	DATA BASE ANALYST	2
432.1	DATA CONTROL CLERK	1
431.1	DATA ENTRY OPERATOR	70
706.1	DENTAL ASSISTANT	23
706.2	DENTAL HYGIENIST	NA
941.7	DEPUTY AIRPORT MANAGER (EXE LEV)	1
306.3	DEPUTY ASSISTANT DIRECTOR (EXE LEV)	48
322.1	DEPUTY CHIEF POLICY OFFICER (EXE LEV)	NA
345.2	DEPUTY CITY CONTROLLER (EXE LEV)	4
591.2	DEPUTY COURTS CLERK	NA
306.1	DEPUTY DIRECTOR (EXE LEV)	30
940.2	DEPUTY DIRECTOR-AVIATION (EXE LEV)	3
346.4	DEPUTY DIRECTOR-CONTROLLER'S OFFICE (EXE LEV)	2
357.5	DEPUTY DIRECTOR-FINANCE/ADMINISTRATION (EXE LEV)	5
985.2	DEPUTY DIRECTOR-PARKS & RECREATION (EXE LEV)	3

832.6	DEPUTY DIRECTOR-PLANNING (EXE LEV)	1
747.1	DEPUTY DIRECTOR-PUBLIC HEALTH (EXE LEV)	NA
575.0	DEPUTY DIRECTOR-PUBLIC WORKS (EXE LEV)	7
749.1	DEPUTY REGISTRAR-VITAL STATISTICS	1
872.2	DESKTOP PUBLISHER	1
405.1	DIRECTOR OF BUSINESS OPPORTUNITY	1
795.0	DIRECTOR OF NEIGHBORHOODS	1
740.1	DIRECTOR OF PUBLIC HEALTH	1
881.4	DIRECTOR OF STATE RELATIONS (EXE LEV)	NA
503.1	DISPATCHER	NA
303.0	DIVISION MANAGER	145
303.1	DIVISION MANAGER (EXE LEV)	27
411.5	EAP MANAGER	NA
646.1	EEG NEUROFEEDBACK TECHNICIAN	NA
523.5	ELECTRICAL ESTIMATOR	5
523.8	ELECTRICAL SUPERINTENDENT	7
523.7	ELECTRICAL SUPERVISOR	3
523.2	ELECTRICIAN	85
523.1	ELECTRICIAN APPRENTICE	1
657.5	EMERGENCY MEDICAL TECHNICIAN INSPECTOR/INSTRUCTOR	3
656.5	EMS ADMINISTRATOR	NA
655.1	EMS EDUCATOR	NA
655.3	EMS EDUCATOR COORDINATOR	2
656.8	EMS PHYSICIAN DIRECTOR,MD (EXE LEV)	1
778.4	ENGINEER	52
781.1	ENVIRONMENTAL INVESTIGATOR I	3
781.2	ENVIRONMENTAL INVESTIGATOR II	16
781.3	ENVIRONMENTAL INVESTIGATOR III	40
781.4	ENVIRONMENTAL INVESTIGATOR IV	12
781.5	ENVIRONMENTAL INVESTIGATOR V	10
691.0	EPIDEMIOLOGIST MANAGER	NA
691.1	EPIDEMIOLOGIST SUPERVISOR	4
531.1	EQUIPMENT OPERATOR I	23
531.2	EQUIPMENT OPERATOR II	18
531.3	EQUIPMENT OPERATOR III	59
531.6	EQUIPMENT WORKER	367
454.1	ERP BUSINESS SYSTEMS ANALYST	NA
454.3	ERP BUSINESS SYSTEMS CONSULTANT	3
528.9	ESTIMATOR	1
961.2	EVENT COORDINATOR	3
648.5	EVIDENCE TECHNICIAN	31
648.7	EVIDENCE TECHNICIAN SUPERVISOR	6
492.2	EXECUTIVE OFFICE ASSISTANT	38
404.1	EXECUTIVE RECRUITER	1
304.6	EXECUTIVE STAFF ANALYST (EXE LEV)	12
567.1	FACILITIES TECHNICIAN I	16
567.2	FACILITIES TECHNICIAN II	NA

567.3	FACILITIES TECHNICIAN III	NA
567.4	FACILITIES TECHNICIAN IV	NA
577.3	FACILITY & VEHICLE MAINTENANCE SUPERINTENDENT	NA
514.7	FIELD SUPERVISOR	182
359.1	FINANCE DIRECTOR	1
356.1	FINANCIAL ANALYST I	2
356.2	FINANCIAL ANALYST II	11
356.3	FINANCIAL ANALYST III	43
356.4	FINANCIAL ANALYST IV	53
647.2	FINGERPRINT TECHNICIAN	3
647.6	FINGERPRINT TECHNICIAN SUPERVISOR	1
661.1	FIRE ADMINISTRATOR (EXE LEV)	NA
660.1	FIRE CHIEF	1
662.1	FIRE FIGHTER TRAINEE	129
604.9	FIRST ASSISTANT CITY ATTORNEY	4
362.1	FIXED ASSET CLERK	1
362.7	FIXED ASSET MANAGER	2
362.3	FIXED ASSET SPECIALIST	6
362.6	FIXED ASSET SUPERVISOR	NA
578.4	FLEET MANAGEMENT DIRECTOR	1
647.9	FORENSIC ARTIST	NA
873.2	FORENSIC PHOTOGRAPHER	4
873.4	FORENSIC PHOTOGRAPHER SUPERVISOR	1
971.2	FORESTER	2
513.1	GARDENER	6
800.3	GENERAL SERVICES DIRECTOR	1
576.1	GENERAL SUPERINTENDENT	4
443.5	GIS ANALYST	18
443.9	GIS MANAGER	5
443.0	GIS OPERATOR	NA
443.8	GIS SUPERVISOR	7
443.1	GIS TECHNICIAN	1
973.2	GOLF PROFESSIONAL	NA
786.0	GRADUATE ARCHITECT	NA
778.0	GRADUATE ENGINEER	72
872.4	GRAPHIC DESIGNER	4
536.1	GROUND TRANSPORTATION REPRESENTATIVE	47
513.2	GROUNDSKEEPER	18
642.6	H.E.C. TELECOMMUNICATION SHIFT MANAGER	4
974.3	HEAD LIFEGUARD	3
693.5	HEALTH PLANNER	2
693.7	HEALTH PLANNING CHIEF	1
693.2	HEALTH PROGRAM SPECIALIST	4
832.5	HEARING OFFICER	NA
526.6	HEATING & AIR CONDITIONING LEADER	2
526.2	HEATING & AIR CONDITIONING REPAIR PERSON	4
972.1	HORTICULTURIST	4

826.3	HOUSING COUNSELOR	NA
401.4	HUMAN RESOURCES ASSISTANT	18
400.1	HUMAN RESOURCES DIRECTOR	1
404.5	HUMAN RESOURCES GENERALIST	17
402.6	HUMAN RESOURCES MANAGER	20
402.1	HUMAN RESOURCES SPECIALIST	9
402.7	HUMAN RESOURCES SUPERVISOR	19
401.7	HUMAN RESOURCES TECHNICIAN	7
851.1	HUMAN SERVICE PROGRAM COORDINATOR	NA
851.0	HUMAN SERVICE PROGRAM MANAGER	11
551.7	IMAGING TECHNICIAN	2
528.2	INDUSTRIAL MECHANIC	4
447.2	INFORMATION SYSTEMS ADMINISTRATOR	8
447.1	INFORMATION SYSTEMS ADMINISTRATOR (EXE LEV)	2
545.1	INFRASTRUCTURE ASSESSMENT TECHNICIAN I	NA
545.2	INFRASTRUCTURE ASSESSMENT TECHNICIAN II	1
545.3	INFRASTRUCTURE ASSESSMENT TECHNICIAN SUPERVISOR	NA
796.2	INSPECTOR	324
796.1	INSPECTOR TRAINEE	2
542.1	INSTRUMENT PERSON	8
542.2	INSTRUMENT TECHNICIAN	NA
361.5	INVENTORY MANAGEMENT CLERK	34
361.8	INVENTORY MANAGEMENT SUPERVISOR	11
466.2	IRM MANAGER	16
528.3	IRON WORKER	6
972.5	IRRIGATION INSTALLER	1
972.7	IRRIGATION LEADER	2
435.1	IS/IT HELP DESK COORDINATOR	4
447.5	IT PROJECT MANAGER	35
611.1	JAIL ATTENDANT	245
612.1	JAIL MEDICAL SPECIALIST	14
612.4	JAIL MEDICAL SPECIALIST SUPERVISOR	NA
595.5	JUDGE OF MUNICIPAL COURTS	18
599.5	JUVENILE CASE MANAGER	13
672.1	KENNEL ATTENDANT	1
761.5	LABORATORY MANAGER	4
761.3	LABORATORY SUPERVISOR	11
761.2	LABORATORY TECHNICIAN	8
513.3	LABORER	381
694.9	LACTATION CONSULTANT	1
438.7	LAN SPECIALIST	10
516.1	LAUNDRY WORKER	2
522.8	LEAD TRAFFIC SIGNAL TECHNICIAN	NA
601.1	LEGAL ABTRACTOR	NA
606.1	LEGAL INVESTIGATOR	2
492.3	LEGAL SECRETARY	NA
605.2	LEGAL TITLE EXAMINER	1

493.6	LEGAL WORD PROCESSOR	1
902.2	LIBRARIAN I	16
902.4	LIBRARIAN II	32
902.5	LIBRARIAN III	32
902.6	LIBRARIAN IV	11
903.2	LIBRARIAN V	NA
901.2	LIBRARY ASSISTANT	70
901.5	LIBRARY ASSISTANT SUPERVISOR	9
903.3	LIBRARY CHIEF	3
900.1	LIBRARY DIRECTOR	1
901.7	LIBRARY SERVICE SPECIALIST	20
901.6	LIBRARY SERVICE SUPERVISOR	5
721.1	LICENSED VOCATIONAL NURSE	17
974.2	LIFEGUARD	1
566.1	LINE TECHNICIAN I	NA
566.2	LINE TECHNICIAN II	NA
566.3	LINE TECHNICIAN III	NA
566.4	LINE TECHNICIAN IV	NA
356.7	LOAN OFFICER	NA
528.5	MACHINIST	NA
501.1	MAILROOM SUPERVISOR	NA
527.1	MAINTENANCE MECHANIC I	14
527.2	MAINTENANCE MECHANIC II	24
527.3	MAINTENANCE MECHANIC III	99
577.1	MAINTENANCE SUPERVISOR	16
308.1	MANAGEMENT ANALYST I	4
308.3	MANAGEMENT ANALYST II	27
308.4	MANAGEMENT ANALYST III	25
308.5	MANAGEMENT ANALYST IV	59
309.1	MANAGEMENT INTERN	2
778.6	MANAGING ENGINEER	39
876.7	MARKETING SPECIALIST	2
438.2	MASTER CONTROL OPERATOR	1
320.1	MAYOR	1
546.1	MECHANIC HELPER	19
546.2	MECHANIC I	33
546.3	MECHANIC II	32
546.4	MECHANIC III	162
874.1	MEDIA REPRESENTATIVE	1
743.3	MEDICAL RECORDS SUPERVISOR	3
716.1	MEDICAL SOCIAL WORKER	NA
518.1	MESSENGER	17
524.6	METER READER	1
771.1	MICROBIOLOGIST I	7
771.2	MICROBIOLOGIST II	14
771.3	MICROBIOLOGIST III	13
771.4	MICROBIOLOGIST IV	5

467.1	MICROCOMPUTER ANALYST	17
653.1	MOBILITY SERVICE OFFICER	30
796.3	MULTI-DISCIPLINE INSPECTOR	3
591.4	MUNICIPAL COURTS ADMINISTRATOR	1
591.7	MUNICIPAL COURTS MANAGER	NA
599.1	MUNICIPAL COURTS SECURITY OFFICER	18
591.5	MUNICIPAL COURTS SUPERVISOR	2
971.8	NATURAL RESOURCES MANAGER	1
722.7	NURSE PRACTITIONER	9
727.7	NUTRITION SERVICES CHIEF	5
727.1	NUTRITIONIST	9
727.5	NUTRITIONIST CONSULTANT	13
400.7	OCCUPATIONAL CASE MANAGEMENT SPECIALIST	NA
492.0	OFFICE ASSISTANT	5
502.2	OFFICE SERVICE MANAGER	9
502.1	OFFICE SUPERVISOR	43
551.1	OFFSET PRESS OPERATOR	3
439.5	OPERATIONS MANAGER	6
439.1	OPERATIONS SUPERVISOR	2
522.2	PAINTER	33
522.1	PAINTER AIDE	NA
522.6	PAINTER LEADER	2
602.1	PARALEGAL I	5
511.9	PARK MAINTENANCE AIDE	20
577.4	PARK MAINTENANCE SUPERVISOR	NA
971.6	PARK NATURALIST	1
652.7	PARKING ENFORCEMENT LEADER	3
652.6	PARKING ENFORCEMENT OFFICER	28
652.2	PARKING METER COLLECTOR	5
985.1	PARKS & RECREATION DIRECTOR	1
576.6	PARTY CHIEF	4
543.2	PAVING ASSESSMENT SPECIALIST - OBSOLETE	2
371.1	PAYROLL CLERK	4
372.1	PAYROLL CONTROL CLERK	NA
372.4	PAYROLL CONTROL SUPERVISOR	NA
371.4	PAYROLL SUPERVISOR	NA
482.2	PBX ATTENDANT	1
701.1	PHARMACY TECHNICIAN	3
646.8	PHYSICAL FITNESS COORDINATOR	NA
722.9	PHYSICIAN ASSISTANT	NA
724.1	PHYSICIAN,MD	4
798.2	PLAN ANALYST	NA
798.6	PLAN ANALYST SUPERVISOR	11
832.2	PLANNER	17
832.4	PLANNER LEADER	9
830.1	PLANNING DIRECTOR	NA
561.2	PLANT OPERATOR	33

561.6	PLANT OPERATOR SUPERVISOR	35
561.1	PLANT OPERATOR TRAINEE	25
524.2	PLUMBER	8
524.5	PLUMBER LEADER	3
649.2	POLICE ADMINISTRATOR (EXE LEV)	8
649.6	POLICE AIDE	NA
640.1	POLICE CHIEF	1
640.5	POLICE SERVICE OFFICER	30
641.8	POLICE TELECOMMUNICATOR	54
642.0	POLICE TELECOMMUNICATOR SUPERVISOR	9
649.4	POLICE TRAINEE	126
783.2	POLLUTION CONTROL CHIEF	NA
974.5	POOL MANAGER	1
974.4	POOL SUPERVISOR	6
595.1	PRESIDING JUDGE OF MUNICIPAL COURTS	1
363.3	PROCUREMENT SPECIALIST	34
962.8	PRODUCTION SPECIALIST	1
451.1	PROGRAMMER	NA
452.1	PROGRAMMER ANALYST I	4
452.2	PROGRAMMER ANALYST II	9
452.3	PROGRAMMER ANALYST III	7
452.4	PROGRAMMER ANALYST IV	29
801.1	PROJECT MANAGER	67
776.1	PROJECT TECHNICIAN I	5
776.2	PROJECT TECHNICIAN II	3
776.3	PROJECT TECHNICIAN III	27
776.4	PROJECT TECHNICIAN IV	18
721.8	PUBLIC HEALTH CLERK	15
706.5	PUBLIC HEALTH DENTIST,DDS	5
696.5	PUBLIC HEALTH EDUCATION CHIEF	NA
694.2	PUBLIC HEALTH EDUCATION TECHNICIAN	2
696.2	PUBLIC HEALTH EDUCATOR	1
697.4	PUBLIC HEALTH INVESTIGATOR	16
697.9	PUBLIC HEALTH INVESTIGATOR MANAGER	4
697.7	PUBLIC HEALTH INVESTIGATOR SPECIALIST	8
697.6	PUBLIC HEALTH INVESTIGATOR SUPERVISOR	11
723.1	PUBLIC HEALTH NURSE I	NA
723.2	PUBLIC HEALTH NURSE II	1
723.3	PUBLIC HEALTH NURSE III	4
723.4	PUBLIC HEALTH NURSE IV	26
723.8	PUBLIC HEALTH NURSING CHIEF	1
725.1	PUBLIC HEALTH PARAMEDIC	NA
874.2	PUBLIC INFORMATION OFFICER	7
874.3	PUBLIC INFORMATION OFFICER (EXE LEV)	5
667.1	PUBLIC LOSS INVESTIGATOR	3
800.2	PUBLIC WORKS DIRECTOR	1
803.4	PUBLIC WORKS MAINTENANCE MANAGER	21

803.2	PUBLIC WORKS MAINTENANCE SECTION CHIEF	49
802.4	PUBLIC WORKS OPERATIONS MANAGER	6
802.2	PUBLIC WORKS OPERATIONS SECTION CHIEF	14
363.4	PURCHASING MANAGER	3
643.1	RADIO INSTALLER	2
846.2	REAL ESTATE ANALYST	4
846.8	REAL ESTATE MANAGER	5
482.1	RECEPTIONIST	6
504.1	RECORDS ADMINISTRATOR	2
504.0	RECORDS MANAGER	1
504.2	RECORDS SUPERVISOR	2
504.5	RECORDS TECHNICIAN	10
976.1	RECREATION ASSISTANT	143
976.9	RECREATION FACILITY MANAGER	20
976.3	RECREATION SPECIALIST	25
976.7	RECREATION SUPERVISOR	48
532.1	REFUSE TRUCK DRIVER	NA
743.2	REGISTERED MEDICAL RECORDS ADMINISTRATOR	NA
749.2	REGISTRAR-VITAL STATISTICS	NA
307.5	REGULATORY COMPLIANCE COORDINATOR	2
391.5	REGULATORY INVESTIGATOR	8
307.2	REGULATORY MANAGER	NA
307.1	REGULATORY SUPERVISOR	2
844.2	RELOCATION COUNSELOR	NA
842.1	RIGHT-OF-WAY APPRAISER	NA
541.1	RODPERSON	NA
418.2	SAFETY ADMINISTRATOR	2
416.2	SAFETY COORDINATOR	1
417.3	SAFETY OFFICER	4
417.2	SAFETY REPRESENTATIVE	15
417.6	SAFETY SUPERVISOR	8
731.1	SANITARIAN I	15
731.2	SANITARIAN II	16
731.3	SANITARIAN III	15
666.1	SECURITY OFFICER	51
666.2	SECURITY OFFICER INVESTIGATOR	6
513.4	SEMI-SKILLED LABORER	196
643.6	SENIOR 3-1-1 TELECOMMUNICATOR	12
644.3	SENIOR 9-1-1 TELECOMMUNICATOR	37
644.5	SENIOR 9-1-1 TELECOMMUNICATOR (CTO)	NA
341.2	SENIOR ACCOUNT CLERK	22
963.2	SENIOR ACCOUNT EXECUTIVE	1
342.2	SENIOR ACCOUNTANT	15
922.3	SENIOR AIRCRAFT MECHANIC	7
923.2	SENIOR AIRPORT COMMUNICATIONS OPERATOR	13
941.5	SENIOR AIRPORT MANAGER (EXE LEV)	1
365.3	SENIOR AIRPORT PROPERTIES REPRESENTATIVE	5

928.2	SENIOR AIRPORT SYSTEMS TECHNICIAN	6
672.2	SENIOR ANIMAL CARE TECHNICIAN	8
671.3	SENIOR ANIMAL CONTROL OFFICER	NA
786.5	SENIOR ARCHITECT	1
604.1	SENIOR ASSISTANT CITY ATTORNEY I	20
604.2	SENIOR ASSISTANT CITY ATTORNEY II	36
604.6	SENIOR ASSISTANT CITY ATTORNEY, SECTION CHIEF	7
345.7	SENIOR ASSISTANT CITY CONTROLLER (EXE LEV)	NA
351.4	SENIOR AUDITOR	8
694.8	SENIOR BREASTFEEDING PEER COUNSELOR	2
405.6	SENIOR BUSINESS DEVELOPMENT COORDINATOR	5
363.2	SENIOR BUYER	21
487.3	SENIOR CASHIER	4
471.2	SENIOR CENTRAL NETWORK ADMINISTRATOR	4
371.8	SENIOR CENTRAL PAYROLL CLERK	NA
401.2	SENIOR CLAIMS COORDINATOR	5
481.3	SENIOR CLERK	18
698.4	SENIOR CLINICAL EDUCATION COORDINATOR	1
376.3	SENIOR COLLECTOR/ADJUSTOR	NA
871.2	SENIOR COMMUNICATIONS SPECIALIST	16
448.2	SENIOR COMMUNICATIONS TECHNICIAN	17
821.2	SENIOR COMMUNITY LIAISON	21
403.2	SENIOR COMPENSATION SPECIALIST	2
436.2	SENIOR COMPUTER OPERATOR	14
387.2	SENIOR CONTRACT ADMINISTRATOR	8
386.2	SENIOR CONTRACT COMPLIANCE OFFICER	15
331.5	SENIOR COUNCIL AIDE (EXE LEV)	17
411.3	SENIOR COUNSELOR	15
487.6	SENIOR COURTS CASHIER	NA
487.8	SENIOR CUSTOMER SERVICE CASHIER	3
885.2	SENIOR CUSTOMER SERVICE CLERK	101
446.1	SENIOR DATA BASE ANALYST	3
432.2	SENIOR DATA CONTROL CLERK	2
431.2	SENIOR DATA ENTRY OPERATOR	36
706.3	SENIOR DENTAL HYGIENIST	NA
591.3	SENIOR DEPUTY COURTS CLERK	NA
503.2	SENIOR DISPATCHER	16
655.2	SENIOR EMS EDUCATOR	NA
454.2	SENIOR ERP BUSINESS SYSTEMS ANALYST	1
648.6	SENIOR EVIDENCE TECHNICIAN	10
647.3	SENIOR FINGERPRINT TECHNICIAN	NA
362.4	SENIOR FIXED ASSET SPECIALIST	6
971.3	SENIOR FORESTER	NA
443.6	SENIOR GIS ANALYST	10
443.2	SENIOR GIS TECHNICIAN	23
872.5	SENIOR GRAPHIC DESIGNER	1
693.6	SENIOR HEALTH PLANNER	5

404.6	SENIOR HUMAN RESOURCES GENERALIST	38
402.3	SENIOR HUMAN RESOURCES SPECIALIST	22
551.8	SENIOR IMAGING TECHNICIAN	11
796.4	SENIOR INSPECTOR	78
542.3	SENIOR INSTRUMENT TECHNICIAN	3
361.6	SENIOR INVENTORY MANAGEMENT CLERK	59
435.2	SENIOR IS/IT HELP DESK COORDINATOR	NA
447.6	SENIOR IT PROJECT MANAGER (EXE LEV)	8
611.2	SENIOR JAIL ATTENDANT	8
612.2	SENIOR JAIL MEDICAL SPECIALIST	3
599.6	SENIOR JUVENILE CASE MANAGER	1
601.2	SENIOR LEGAL ABTRACTOR	2
605.3	SENIOR LEGAL TITLE EXAMINER	2
493.7	SENIOR LEGAL WORD PROCESSOR	5
901.4	SENIOR LIBRARY ASSISTANT	30
901.9	SENIOR LIBRARY SERVICE SPECIALIST	34
876.8	SENIOR MARKETING SPECIALIST	1
467.2	SENIOR MICROCOMPUTER ANALYST	42
535.2	SENIOR MOTOR VEHICLE OPERATOR	NA
727.2	SENIOR NUTRITIONIST	11
492.1	SENIOR OFFICE ASSISTANT	81
551.2	SENIOR OFFSET PRESS OPERATOR	1
602.4	SENIOR PARALEGAL	30
371.2	SENIOR PAYROLL CLERK	6
372.2	SENIOR PAYROLL CONTROL CLERK	NA
798.3	SENIOR PLAN ANALYST	56
832.3	SENIOR PLANNER	12
561.3	SENIOR PLANT OPERATOR	66
640.6	SENIOR POLICE SERVICE OFFICER	37
641.9	SENIOR POLICE TELECOMMUNICATOR	71
649.8	SENIOR POLICE TRAINEE	7
367.3	SENIOR PROCUREMENT SPECIALIST	28
801.2	SENIOR PROJECT MANAGER	65
706.6	SENIOR PUBLIC HEALTH DENTIST,DDS	5
696.3	SENIOR PUBLIC HEALTH EDUCATOR	7
697.5	SENIOR PUBLIC HEALTH INVESTIGATOR	45
667.2	SENIOR PUBLIC LOSS INVESTIGATOR	7
846.3	SENIOR REAL ESTATE ANALYST	17
976.5	SENIOR RECREATION SPECIALIST	NA
532.2	SENIOR REFUSE TRUCK DRIVER	65
391.6	SENIOR REGULATORY INVESTIGATOR	11
842.3	SENIOR RIGHT-OF-WAY APPRAISER	NA
541.2	SENIOR RODPERSON	4
533.2	SENIOR SIDELOADER OPERATOR	172
564.2	SENIOR SLUDGE PROCESSOR	13
936.6	SENIOR SPECIAL SERVICE REPRESENTATIVE	4
304.2	SENIOR STAFF ANALYST	58

304.5	SENIOR STAFF ANALYST (EXE LEV)	18
576.4	SENIOR SUPERINTENDENT	35
442.2	SENIOR TELECOMMUNICATIONS SPECIALIST	7
544.3	SENIOR TRAFFIC ANALYST	5
421.3	SENIOR TRAINER	13
347.2	SENIOR TREASURY ANALYST	3
514.5	SENIOR UTILITY MECHANIC	68
493.2	SENIOR WORD PROCESSOR	5
672.3	SHELTER SUPERVISOR	3
578.2	SHOP MANAGER	28
533.1	SIDELoader OPERATOR	32
529.4	SIGN PROCESSOR	7
564.1	SLUDGE PROCESSOR	1
575.1	SOLID WASTE DIRECTOR	1
571.7	SOLID WASTE PLANNING MANAGER	NA
571.3	SOLID WASTE SUPERVISOR	24
962.3	SOUND TECHNICIAN	NA
936.5	SPECIAL SERVICE REPRESENTATIVE	34
517.1	STABLE ATTENDANT	3
517.2	STABLE SUPERVISOR	NA
304.1	STAFF ANALYST	77
304.4	STAFF ANALYST (EXE LEV)	12
691.2	STAFF EPIDEMIOLOGIST	23
701.2	STAFF PHARMACIST	1
646.4	STAFF PSYCHOLOGIST	6
791.7	STAFF VETERINARIAN,DVM	4
962.5	STAGE MANAGER	NA
962.4	STAGE SUPERVISOR	2
962.2	STAGEHAND	NA
525.2	STATIONARY ENGINEER	12
525.1	STATIONARY ENGINEER APPRENTICE	NA
326.3	STATISTICAL ANALYST	NA
481.0	STUDENT INTERN I	NA
309.5	STUDENT INTERN II	11
576.3	SUPERINTENDENT	39
778.5	SUPERVISING ENGINEER	66
691.7	SURVEILLANCE INVESTIGATOR-EPIDEMIOLOGY	17
343.1	SYSTEMS ACCOUNTANT I	NA
343.2	SYSTEMS ACCOUNTANT II	2
343.3	SYSTEMS ACCOUNTANT III	10
343.4	SYSTEMS ACCOUNTANT IV	6
456.5	SYSTEMS CONSULTANT	54
456.1	SYSTEMS SUPPORT ANALYST I	7
456.2	SYSTEMS SUPPORT ANALYST II	13
456.3	SYSTEMS SUPPORT ANALYST III	14
456.4	SYSTEMS SUPPORT ANALYST IV	32
437.2	TAPE LIBRARIAN	NA

441.1	TECHNICAL HARDWARE ANALYST I	37
441.2	TECHNICAL HARDWARE ANALYST II	70
441.3	TECHNICAL HARDWARE ANALYST III	51
421.5	TECHNICAL INSTRUCTOR	1
442.1	TELECOMMUNICATIONS SPECIALIST	4
977.4	TENNIS CENTER MANAGER	1
963.5	THEATER EVENT COORDINATOR	NA
544.2	TRAFFIC ANALYST	3
524.0	TRAFFIC SIGNAL SUPERVISOR	3
421.1	TRAINER	4
422.2	TRAINING ADMINISTRATOR	6
421.6	TRAINING COORDINATOR	10
875.2	TRANSLATOR	NA
347.1	TREASURY ANALYST	1
347.5	TREASURY MANAGER	1
534.1	TRUCK DRIVER	14
972.0	URBAN GARDEN MANAGER	1
978.2	URBAN PARK RANGER	22
978.5	URBAN PARK RANGER SUPERVISOR	1
514.6	UTILITY MECHANIC	42
514.0	UTILITY WORKER	489
791.3	VETERINARIAN TECHNICIAN SUPERVISOR	1
791.1	VETERINARY TECHNICIAN	10
563.1	WATER SERVICE INSPECTOR I	51
563.2	WATER SERVICE INSPECTOR II	19
563.3	WATER SERVICE INSPECTOR III	15
453.2	WEB COORDINATOR	1
453.4	WEB DESIGNER	7
453.1	WEB PRODUCTION ASSISTANT	NA
453.6	WEBMASTER	1
493.1	WORD PROCESSOR	15
741.2	X-RAY TECHNICIAN	2
975.1	YOUTH SPORTS PROGRAM ASSISTANT MANAGER	1
975.2	YOUTH SPORTS PROGRAM MANAGER	1

FY 2014 BENCHMARK SURVEY (PUBLIC & PRIVATE SECTORS)  
 CITY OF HOUSTON AND MARKET DATA AS OF OCTOBER 1, 2013

City of Houston Title	MARKET		
	FLSA Code	Count	Average Salary
Administrative Aide	N	2,417	\$28,428
Administrative Associate	N	2,512	\$37,621
Administrative Assistant	N	3,718	\$43,013
Administrative Specialist	E	31,145	\$58,010
Administration Manager	E	5,282	\$74,680
Division Manager	E	2,104	\$98,383
Administrative Supervisor	E	2,070	\$56,124
Senior Account Clerk	N	635	\$40,316
Accountant Associate	N	479	\$43,359
Senior Accountant	E	14,693	\$65,325
Financial Analyst IV	E	13,375	\$87,588
Inventory Management Clerk	N	448	\$30,780
Senior Inventory Management Clerk	N	455	\$34,640
Buyer	N	335	\$47,041
Senior Buyer	N	423	\$61,755
Purchasing Manager	E	1,809	\$86,796
Senior Payroll Clerk	N	256	\$39,761
Human Resources Assistant	N	384	\$47,243
Senior Human Resources Specialist	E	5,775	\$72,414
Human Resources Manager	E	1,607	\$92,377
Senior Trainer	E	2,273	\$71,200
Data Entry Operator	N	474	\$27,202
LAN Specialist	E	2,114	\$90,062
Technical Hardware Analyst II	N	250	\$53,518
GIS Analyst	E	85	\$54,045
Senior Communications Technician	N	52	\$49,312
Programmer Analyst III	E	5,405	\$90,811
Programmer Analyst IV	E	7,356	\$90,921
Systems Support Analyst IV	E	5,745	\$81,553
Microcomputer Analyst	N	199	\$49,438
Senior Clerk	N	2,142	\$30,363
Receptionist	N	556	\$29,176
Senior Office Assistant	N	2,279	\$41,037
Executive Office Assistant	N	1,489	\$49,514
Office Supervisor	N	185	\$36,381
Custodian	N	5,569	\$22,054
Laborer	N	3,087	\$24,873
Semi-Skilled Laborer	N	1,123	\$29,129
Utility Worker	N	644	\$34,622
Field Supervisor	N	688	\$46,118
Painter	N	368	\$33,811

**FY 2014 BENCHMARK SURVEY (PUBLIC & PRIVATE SECTORS)  
CITY OF HOUSTON AND MARKET DATA AS OF OCTOBER 1, 2013**

<u>City of Houston Title</u>	<b>MARKET</b>		
	<b>FLSA Code</b>	<b>Count</b>	<b>Average Salary</b>
Electrician	N	1,191	\$53,367
Stationary Engineer	N	538	\$54,523
Maintenance Mechanic II	N	386	\$36,399
Maintenance Mechanic III	N	614	\$41,318
Equipment Worker	N	2,971	\$36,555
Senior Refuse Truck Driver	N	557	\$32,479
Senior Sideloader Operator	N	633	\$41,542
Truck Driver	N	1,965	\$34,616
Mechanic II	N	798	\$37,779
Mechanic III	N	1,124	\$46,508
Plant Operator	N	426	\$42,735
Senior Plant Operator	N	215	\$46,182
Water Service Inspector I	N	219	\$35,108
Superintendent	N	44	\$68,634
Maintenance Supervisor	N	219	\$49,450
Shop Manager	N	155	\$61,518
Assistant City Attorney I	E	889	\$83,538
Jail Attendant	N	1,453	\$36,123
Criminal Intelligence Analyst	N	49	\$49,972
Police Telecommunicator	N	1,008	\$38,055
Senior Police Telecommunicator	N	973	\$43,197
Criminalist	N	137	\$52,266
Parking Enforcement Officer	N	508	\$27,865
Animal Control Officer	N	162	\$36,561
Staff Epidemiologist	E	18	\$63,188
Senior Public Health Investigator	N	100	\$45,017
Licensed Vocational Nurse	N	489	\$47,516
Clinic Assistant	N	656	\$27,518
Nurse Practitioner	E	328	\$94,911
Public Health Nurse III	N	1,253	\$67,471
Chief Nurse, RN	E	256	\$80,279
Senior Nutritionist	N	62	\$43,628
Sanitarian II	N	96	\$53,838
Chemist IV	E	1,134	\$72,814
Project Technician III	N	76	\$45,223
Graduate Engineer	N	299	\$62,019
Engineer	E	2,625	\$78,600
Supervising Engineer	E	259	\$95,668
Environmental Investigator III	N	127	\$55,619
Code Enforcement Officer I	N	290	\$39,799
Inspector	N	749	\$43,402

**FY 2014 BENCHMARK SURVEY (PUBLIC & PRIVATE SECTORS)  
CITY OF HOUSTON AND MARKET DATA AS OF OCTOBER 1, 2013**

<b>City of Houston Title</b>	<b>FLSA Code</b>	<b>MARKET</b>	
		<b>Count</b>	<b>Average Salary</b>
Senior Inspector	N	245	\$55,845
Project Manager	E	204	\$85,020
Planner	E	80	\$51,249
Senior Planner	E	179	\$58,635
Real Estate Analyst	E	56	\$57,276
Customer Service Clerk	N	1,662	\$28,277
Customer Service Representative I	N	3,500	\$30,382
Customer Service Supervisor	N	534	\$50,982
Library Assistant	N	715	\$24,465
Librarian I	N	426	\$50,116
Librarian II	E	1,603	\$60,230
Librarian III	E	604	\$60,263
Airport Communications Operator	N	196	\$39,599
Airport Operations Assistant	N	221	\$46,242
Airport Supervisor	N	39	\$52,460
Recreation Assistant	N	452	\$22,648
Recreation Supervisor	N	229	\$40,799

**Note:**

(1) Data includes information from the following local, state and national entities and published surveys.

Local entities: Harris County, Houston Independent School District, Houston Metro Transit

Texas cities: Austin, Dallas, El Paso, Fort Worth, San Antonio

National cities: Chicago, Detroit, Oklahoma City, Philadelphia, Phoenix, San Diego, San Francisco

Published surveys: Mercer, Economic Research Institute, Texas Compensation and Towers-Watson (local data for non-exempt jobs, national data for exempt jobs)

(2) Salary data from non-local entities was adjusted for cost of living differentials (reflects the supply of and demand for goods and services).

(3) Cost of living differential adjustments were made using the Economic Research Institute Geographic Assessment.